

Marine Corps Air Station **MIRAMAR**

EVERY CORNER AND PLACE

SHAREHOLDERS' REPORT **2004**



"Some people
spend an entire
lifetime wondering
if they've made a
difference ...
Marines don't
have that
problem."

- Pres. Ronald Reagan



From the Chairman of the Board

Marine Corps Air Station Miramar is proud to be a vital element of the San Diego community. America's Finest City is home to more than 10,000 Marines, sailors and civilian employees of Marine Corps Bases Western Area and 3rd Marine Aircraft Wing, both headquartered at MCAS Miramar.



Miramar-based units continue to provide the aviation element supporting the expeditionary mission of the legendary Navy-Marine team as the air combat element of I Marine Expeditionary Force. We are ideally situated in San Diego, 40 miles south of Marine Corps Base Camp Pendleton, the largest amphibious assault training area on the West Coast, and near the largest concentration of Naval forces in the country.

The importance of Miramar's location in San Diego has never been more apparent than in the years following the September 11th terrorist attacks and the continuing war on terrorism. Miramar's F/A-18 Hornet, CH-46 Sea Knight, CH-53 Super Stallion, KC-130 Hercules and aviation support squadrons have maintained a continual presence in the areas to which the Marine Corps has been called to defeat terrorism. From Afghanistan to Iraq, along with continuing Western Pacific deployments, Miramar Marines and sailors have answered the nation's call with astounding success. This success was made possible in part because of Miramar's co-location with ground and logistical forces from Camp Pendleton and the Navy ships from which the Marine Corps deploys the majority of its combat power.

More than 7,000 Miramar Marines and sailors deployed during 2003 in support of Operation Iraqi Freedom. Miramar servicemembers made up a significant portion of the San Diego-area military presence in Operation Iraqi Freedom that accounted for one-fifth of all U.S. forces deployed in support of the operation.

On the homefront, Miramar is dedicated to reciprocating the goodwill of the people of San Diego. The Marines, sailors, civilian employees and families of Miramar are committed to serving the people of San Diego and playing an active part in their community.

It is important not only to demonstrate what we do — from our mechanics on the flight line to the pilots in the air — but to explain the philosophies behind why our mission is essential. Apart from providing beneficial information about Miramar's mission, personnel and assets, the Shareholders' Report examines such crucial air station issues as military family housing and environmental stewardship. The Shareholders' Report outlines Miramar's vision of the future and its place in the San Diego community.

A handwritten signature in black ink that reads "Jon A. Gallinetti".

JON A. GALLINETTI
Major General, U.S. Marine Corps
Commander, Marine Corps Air Bases Western Area
Commanding General, Marine Corps Air Station Miramar



This publication is an authorized publication for members of the Department of Defense. Contents of Marine Corps Air Station Miramar Shareholders Report 2003 are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense, or the U.S. Marine Corps. Special thanks to MCAS Miramar Combat Visual Imagery Center and Sgt. C. Nuntavong. Imagery is official USMC imagery. Cover illustration by Sgt. Oscar F. Martinez. Other graphic illustration by Sgt. A.C. Strong.

Commanding General
MCAS Miramar
ATTN: CPAO
P.O. Box 452013
San Diego, CA 92145-2013
www.miramar.usmc.mil

Publication Manager
1st Lt. Gregory M. Scott
Editor/Layout and Design
Editor Sgt. A.C. Strong

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Ready today, better tomorrow

After 228 years of service, the Marine Corps remains the nation's premier expeditionary "Total Force in Readiness." Operating in task-organized, combined-arms Marine Air-Ground Task Forces (MAGTFs), the Marine Corps is always on call for critical operations in peacetime, crisis and war. With our readiness to project sea-based power into regions of importance to the United States, the nation's sea services promote peace and stability and constitute a first-in combat force when deterrence fails.



I Marine Expeditionary Force (at full strength)

COMMAND ELEMENT Location: MCB Camp Pendleton

Approx: 2,600 Personnel - Provides command and control for the entire MAGTF

- Headquarters Group
- 9th Communications Battalion
- 1st Intelligence Battalion
- 1st Force Reconnaissance Company
- 1st Air Naval Gunfire Liaison Company

Ground Combat Element

1ST MARINE DIVISION

Approx: 21,000 Personnel - Uses combined-arms tactics and can tailor to any mission

- Headquarters Battalion
- 3 Infantry Regiments
- 1 Artillery Regiment
- 1 Tank Battalion
- 1 Amphibious Assault Vehicle Battalion
- 2 Light Armored Reconnaissance Battalions
- 1 Combat Engineer Battalion
- 1 Reconnaissance Bn.

58 M1A1 Tanks
233 Amphibious Assault Vehicles
130 Light-Armored Vehicles
72 155 Howitzers
161 Short&Long-Range Mortars
108 Dragon Med. Range Anti-Tank Missiles
186 TOW Long-Range Anti-Tank Missiles

Aviation Combat Element

3RD MARINE AIRCRAFT WING

Headquarters Location: MCAS Miramar

Approx 14,800 Personnel conduct complete range of air operations on land and on sea

Fixed Wing

- 13 KC-130s
- 52 AV-8B
- 10 EA-6B
- 3 F/A 18A*
- 2 F/A 18B*
- 55 F/A 18C*
- 68 F/A 18D*

Rotary Wing

- 73 CH-46E*
- 31 CH-53E
- 64 AH-1W*
- 36 UH-1N*

Air Defense

- 60 Avengers
- 30 Stingers

*includes training aircraft

Combat Service Support Element

1st FORCE SERVICE SUPPORT GROUP

Approx: 7,500 Personnel provide support necessary to sustain and maintain MAGTF

- Headquarters & Service Battalion
- Medical Battalion
- 1st Dental Battalion
- Transportation Support Battalion
- Supply Battalion
- Maintenance Battalion
- Engineer Support Battalion
- Brigade Service Support Group
- Combat Service Support Brigade
- Combat Service Support Detachment

The Mission

MAGTFs are much more than a simple combination of organizational elements. MAGTFs are organized, trained and equipped to conduct combined arms warfare across three dimensions: air, land and sea. Through a combination of strategic basing and prepositioning of equipment, global forward operations, and an ability to rapidly deploy by air and/or sea, MAGTFs embody both a cost-effective, building-block approach to deploying Marine combat power, and a proven, battle-winning capability.

The Marine Aircraft Wing, acting as the air combat element, conducts the complete range of air operations in support of the MEF, to include anti-air warfare, offensive air support, assault support, aerial reconnaissance, electronic warfare (including active and passive electronic countermeasures), and control of aircraft and missiles. This accomplishes the stated 3rd MAW mission "to provide combat ready expeditionary aviation forces capable of short notice world wide deployment to Marine Air Ground Task Force (MAGTF), fleet and unified commanders." As a collateral function, the Wing may also provide units that operate as an integral component of Navy carrier air wings onboard aircraft carriers.

Marine Corps Air Station Miramar is home to 3rd Marine Aircraft Wing, the ACE for I MEF. Wing squadrons and support units are always in some stage of the 18-month Western Pacific deployment cycle and stand prepared to support ...

The Marine Air-Ground Task Force

**Major
Theater
War**

Marine Expeditionary Force
Win Our Nation's Battles
20,000-90,000 Servicemembers

Marine Expeditionary Brigade
Respond to Crisis
3,000-20,000 Servicemembers

**Rapid
Response
Force**

**Marine Expeditionary Unit
(Special Operations Capable)**
Promote Peace & Stability
1,500-3,000 Servicemembers

**Smaller
Scale
Contingencies**

Special Purpose MAGTF
Servicemembers Directed
According to
Mission

**Humanitarian
Assistance/
Disaster Relief**



3rd Marine Aircraft Wing *at Miramar*



Marine Wing Headquarters Squadron 3

Marine Aircraft Group 11



Marine All-Weather Fighter Attack Squadron 121

Marine Fighter Attack Squadron 232



Marine All-Weather Fighter Attack Squadron 225

Marine Fighter Attack Squadron 314



Marine All-Weather Fighter Attack Squadron 242

Marine Fighter Attack Squadron 323



Marine Fighter Attack Training Squadron 101

Marine Aerial Refueler Transport Squadron 352



Marine Aviation Logistics Squadron 11

Marine Aircraft Group 16



Marine Medium Helicopter Squadron 161

Marine Heavy Helicopter Squadron 361



Marine Medium Helicopter Squadron 163

Marine Heavy Helicopter Squadron 462



Marine Medium Helicopter Squadron 165

Marine Heavy Helicopter Squadron 465



Marine Medium Helicopter Squadron 166

Marine Heavy Helicopter Squadron 466



Marine Aviation Logistics Squadron 16

Marine Air Control Group 38



Marine Tactical Air Command Squadron 38



Marine Air Control Squadron 1



Marine Wing Communications Squadron 38

Marine Wing Support

Group 37



Marine Wing Support Squadron 373



Marine Corps Air Bases Western Area

Marine Corps Air Bases Western Area (MCABWA), headquartered at Miramar, is dedicated to supporting West Coast Marine aviation missions, the 3rd Marine Aircraft Wing and other Naval aviation units as designated by the Commandant of the Marine Corps and in coordination with the Chief of Naval Operations. Commander, MCABWA, is responsible for the three Marine Corps air stations in the western United States: MCAS Yuma, Ariz., MCAS Camp Pendleton and

MCAS Miramar.

Marine Corps Operating Forces based on the West Coast train to respond to crises throughout the Pacific region, relying heavily on Miramar for daily service and facility support in order to execute the Corps' national defense mission.

This is done through the combined efforts of more than 10,000 servicemembers and civilians doing jobs that range from administrative and mail clerks to air traffic controllers and photographers. Each Marine, sailor and civilian employee is an essential piece in what makes up Marine Corps Air Bases Western Area and keeps Miramar and 3rd MAW combat ready.

The expeditionary, sometimes moment's-notice, mission of the Navy-Marine Corps team requires strategic co-location in order to maintain the flexibility required for national security needs. MCAS Miramar is centrally located near more than 10 West Coast Navy and Marine Corps installations.⁽¹⁾ Sixty-seven percent of Continental United States Department of Defense training ranges are located in three southwestern states - California, Arizona and Nevada.⁽²⁾ Miramar is ideally positioned to maximize training dollars and prepare U.S. armed forces for operational commitments.



Miramar, a 23,000-acre facility that officially returned to Marine control on October 1, 1997, is the premier air station in the Corps.

Although an air station's primary mission is to support aircraft operations, it takes more than pilots and aviation Marines to keep an air station up and running. That's why Miramar is essentially a "city within a city" that features a shopping center, restaurants, fire and public works departments and a number of other facilities used in day-to-day life.

Miramar is primarily sustained and supported by the consolidated efforts of the Headquarters and Headquarters Squadron. Comprised of more than 1,000 diverse, professional Marines, H&HS is the largest squadron aboard the air station.

Whether keeping military vehicles well maintained, upgrading information technology or assuring administrative needs are met, Miramar Marines are dedicated to doing their part and are committed to excellence.

MCAS Miramar is a vital player in carrying out the Marine Corps' mission to train, equip and deploy our forces to respond to a variety of crises related to our nation's defense.



Marine Corps Air Station Miramar

We are fathers, brothers,
children, mothers and
friends...



In the past year,

San Diego's armed forces have answered our nation's call. More than 25,000 Marines and Sailors from MCAS Miramar and MCB Camp Pendleton deployed to Southwest Asia in support of Operations Enduring Freedom and Iraqi Freedom. In 2003 alone, the air station deployed close to three-quarters of its nearly 10,000 active duty personnel. At the 3rd Marine Aircraft Wing Aerial Point of Embark, Miramar Marines maintained 24-hour operations to ensure that the monumental task of deploying 7,000 Marines from I Marine Expeditionary Force's air combat element was completed efficiently and safely. The air station also served as the Integrated CONUS Medical Operation Point for West Coast servicemembers from all branches of service injured during Operation Iraqi Freedom. Despite sharply reduced staff in all departments and sections, Miramar Marines were up to the challenge, performing their increased, high-intensity duties with extraordinary skill throughout the deployment.

As Miramar Marines and sailors fought bravely on the war front, the command on the home front worked tirelessly to continue to improve quality of life, ensure a safe working and living environment aboard the air station, take care of families and bolster an already strong relationship with our San Diego neighbors. The family-led focus, helped ensure that the OIF homecomings were joyous ones for the returning servicemembers.

In the last year, Miramar has opened a new, state-of-art fitness facility, significantly upgraded the Exchange and flight line food courts, bringing KFC, Quizno's, Taco Bell Express and other quality eateries aboard the air station and awarded a contract to upgrade the enlisted clubs. To support the families of deployed service members, the commander launched *Operation Enduring Families*, under which family support activities were augmented, a Crisis Family Assistance Center was opened and donations for deployed troops were collected as part of the "Patriot Program." The Miramar Youth Activities Program became the first officially accredited program of its kind Marine Corps-wide. Miramar hosted several special events including a Super Bowl pre-game show, attended by more than 1,000 and aired on FOX Super Bowl Sunday and many celebrity "greet the troops" events that brought television, movie and sports stars here. The January 2003 issue of the





Marine Corps Times recognized Miramar as the top base for singles and recreation.

Miramar also achieved important safety goals in 2003, receiving several honors. Awards include the Secretary of the Navy Achievement in Safety Ashore, the Department of the Navy Safety Excellence Award and Miramar Military Flight Division's Chief of Naval Operations' Aviation Safety Unit of the Year Award for 2002. The focus on safety was not confined to the workplace.

Miramar participated in the federal "Click-it or Ticket" program once again and the Provost Marshal's Office supported several programs including drug awareness reduction education (DARE) and gang recognition classes.

While concentrating on quality of life and safety, Miramar continued its dedication to building a bond with local communities. Opening the air station for events such as the MCAS Miramar Airshow, Open Cockpit Days at the Flying Leatherneck Museum, twice-monthly tours, Educators Workshops and youth events give our neighbors a look at how we do business. Participation in Community Leaders Forums, attendance at city council meetings, dozens of color guards at local events, and

volunteerism are only a few of the ways Miramar Marines have remained active and valuable members of the community.



Further fostering our part in surrounding communities, the Miramar Fire Department responded to more than 190 emergencies outside the gates of the air station as part of a mutual aid agreement with San Diego County law enforcement and fire departments.

Our outreach efforts have not gone unnoticed as evidenced by the outpouring of community volunteerism, donations and support Miramar received from our San Diego friends during Operation Iraqi Freedom. An estimated 4,000 San Diegans showed their support for the troops in late March by organizing a rally right outside the MCAS Miramar gates.



Personnel Assigned to Miramar

Marine Corps Air Station Miramar

Military (including Fleet Assistance Program) 1,119

Civilians 1,321

3rd Marine Aircraft Wing

7,258



Marine Aircraft Group 46 (reserve)

618

Individual Mobilization Augmentee/ Reserve Support Unit

140

Headquarters and Headquarters Squadron

Navy Personnel

39

Medical & Dental Clinics

105



Approximately
21,510 family members
accompany
servicemembers sta-
tioned aboard Miramar.

With less than 530 military-family
homes aboard the air station, most
of these families live in San Diego
communities.



Military Family Housing in San Diego

Traditional military housing and community housing can not keep up with the demand created by servicemembers and their families for quality, affordable housing in San Diego communities. To meet this growing need, Public-Private Venture (PPV) has become the solution for San Diego-area military families. With PPV housing in communities such as Tierrasanta and Linda Vista, partnerships have been created between DoD and private companies to provide quality housing for military families. The private company is responsible for replacement, renovation, maintenance and operation of existing and newly-built housing. This creates a positive solution to many housing issues facing San Diego by:

- ◆ Improving Quality of Life for servicemembers and their families, getting them off endless waiting lists and into affordable housing
- ◆ Reducing community housing shortage and cost of housing for San Diego community
- ◆ Reducing amount of traffic on the congested I-15 corridor

* Housing Shortage due to population growth by FY 08 = 10,000

A New Housing Option

From the Draft Environmental Impact Statement released by the Department of the Navy in 2003, Site 8, located on East Miramar off Highway 52, was the preferred site with 283 acres for up to 1,600 units. The Final EIS is scheduled to be released during 2004. Groundbreaking on the new facility is planned for 2005/06 timeframe.

Site locations and other information are available for view in the Draft Environmental Impact Statement online at: http://www.efds.w.navy.mil/environmental/NEPA/PDF/DEIS_Military_Family_Housing_vol-1.pdf

** California and Arizona State Government Demographic Research Offices*

Fiscal Year 2003 Budget

Military Payroll	\$252,181,906
Appropriated Funds	
Civilian Payroll	\$ 22,093,029
Materials, Supplies & Services	\$67,520,998
Utilities	
Electricity	\$17,636,934
Water	\$2,079,124
Natural Gas	\$2,774,807
Sewage	\$1,889,939
Pneumatic Air	\$90,106
Utilities Total	\$24,470,910
Dining Facility Subsistence	\$2,330,342
Total Appropriated Funds	\$116,415,279

Maintenance and Repairs

Completed	\$ 13,767,846
Projected	\$ 23,951,247

Construction

Completed	\$ 6,211,912
Current Open Projects	\$ 14,919,507

Marine Corps Community Services

Sales

Retail & Services Division	\$ 81,513,725
Food & Hospitality	\$ 9,170,066
Recreation Activities	\$ 4,875,527
Air Show Contracts	\$ 689,245

Sales Total **\$ 96,248,563**

MCCS Civilian Payroll (Including Billeting & Exchange) **\$14,543,567**

Additional Expenditures

Commissary **\$18,585,143**

Miramar Economic Impact on San Diego County
\$556,824,970

\$17 Billion Total Military Economic Impact on County*

Marine Corps Air Station Miramar is the 7th
largest employer in San Diego County*

* San Diego Chamber of Commerce data

MCAS Miramar encompasses 23,116 acres, bisected by Kearny Villa Rd. and Interstate 15. Miramar's main station supports the military need for commercial, administrative, operational and residential facilities. The area east of Kearny Villa Rd. – East Miramar – is primarily undeveloped and is used for military training and exercises.

Land uses aboard Miramar include both military and non-military functions and facilities. The majority of land use and facilities primarily support the Marine Corps mission.

Native Americans were the first recorded users of the area in the vicinity of MCAS Miramar. The area then became part of a Spanish land grant owned by Don Santiago Arguello. After the Civil War, he divided and sold portions to people such as Edward Scripps, a newspaper publisher from the east, and the land was used predominantly for grazing and farming into the early 1900s.

During World War I, the Army established an infantry training center called Camp Kearny near present-day MCAS Miramar. Approximately 13,000 acres housed soldiers, horses and mules, and more than 1,200 buildings were subsequently demolished when the camp closed in 1922. By the end of the war, the strategic importance of aviation for the military grew and Miramar was selected as an aircraft launching site.

As World War II began, the station expanded and reorganized into two activities - an auxiliary field for Naval Air Station North Island and Marine Corps Air Depot. In 1941, the Depot expanded to more than 29,000 acres and was renamed Camp Elliot. The camp was just east of I-15 in the south-central area of present-day MCAS Miramar. Camp Elliot was commissioned MCAS Kearny Mesa in 1943.

Redesignated in 1946 as MCAS Miramar, the Marines soon moved to El Toro in 1947. On April 1, 1952, the station was designated NAS Miramar – the Master Jet Station for the Pacific Fleet.

In 1960, the eastern-most portion of present-day MCAS Miramar was transferred to the Air Force, and later to the National Aeronautics and Space Administration for missile testing. The remaining portion of Camp Elliot and the NASA training site were transferred back to NAS Miramar in 1977.

October 1, 1997, NAS Miramar officially became MCAS Miramar again following the closure of MCAS El Toro and MCAS Tustin.

Military Operational Uses

Battle Skills, Marksmanship
and Nuclear, Biological and
Chemical defense-training;
land navigation;
Vehicle operations
Marine Wing Service
Support
Air Operations Training

Non-operational Military Uses

Housing
Community support
Recreation

Current and Proposed Non-military Use

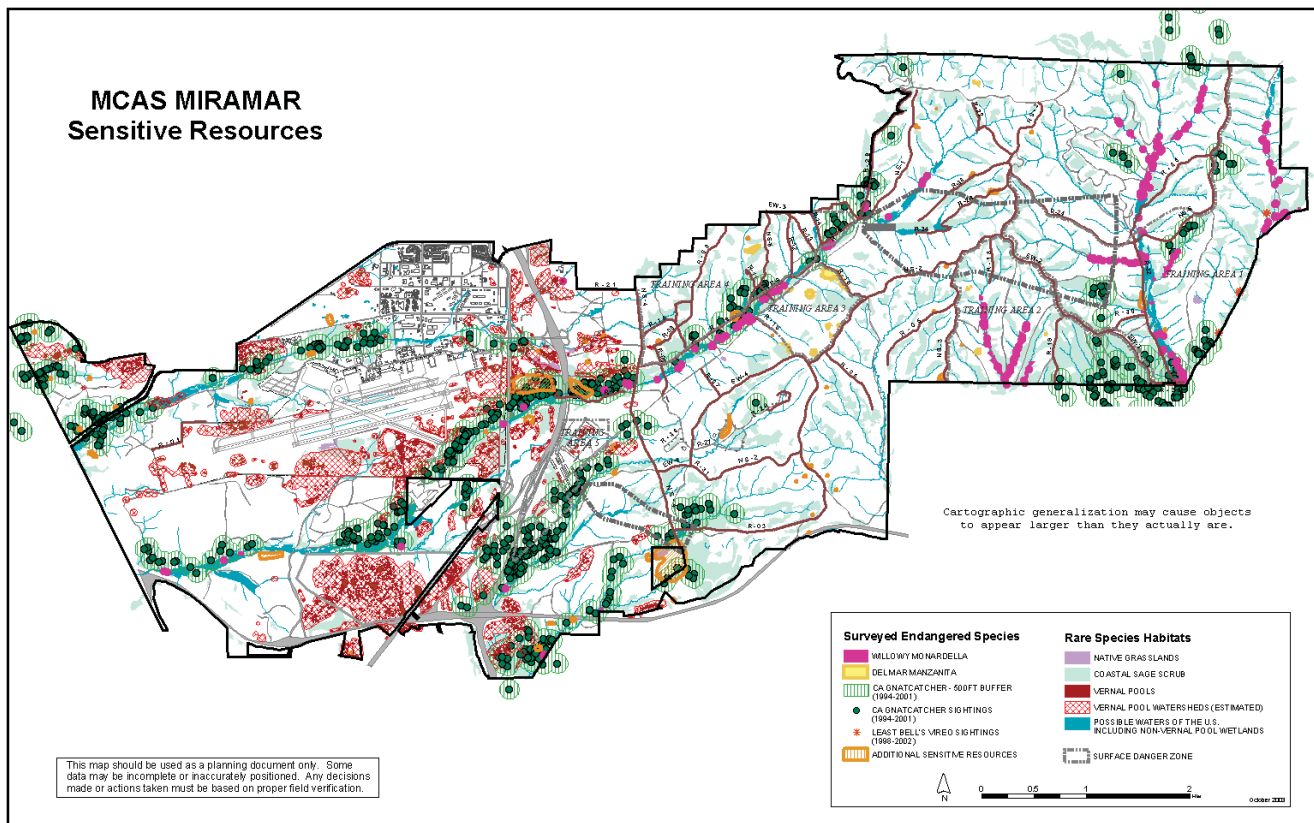
San Diego Gas & Electric Facilities and Maintenance
Miramar Trap and Skeet Club
City landfills
Hanson Aggregates, Harris Plant
Hickman Field
Commuter Rail Station
Road widening
Reclaimed water program facilities and pipeline
County of San Diego Sheriff's Department training
facility
San Diego Community College Fire Academy
National Weather Service facilities
San Diego County Water Authority aqueduct
Environmental steward areas
Veterans' Cemetery*

*For years, the San Diego Congressional Delegation has been working together and supporting legislation to ensure San Diego veterans are provided a proper burial place locally. The Department of Navy and Department of Veterans' Affairs are currently negotiating plans for the Fort Rosecrans Veterans' Cemetery Annex aboard Miramar. A full environmental impact study will be completed before the final site is determined.

Environmental Stewardship

Environmental stewardship is a priority aboard MCAS Miramar. Conservation of our cultural and natural resources protects our national heritage, enhances our quality of life and allows continued access to training lands, water and airspace for military training and operations.

The air station's undeveloped land provides valuable habitat for a variety of protected plants and wildlife. For example, the coastal sage scrub and chaparral vegetation (bottom right) provide habitat for the threatened coastal California gnatcatcher (bottom left and top right).





Approximately 80 percent of San Diego County's known vernal pool habitats, the breeding grounds for the endangered fairy shrimp species, occur aboard Miramar.*

Editor's Note: At the time this publication went to press, the extent of long-range impact of the October 2003 Firestorm on MCAS Miramar's endangered and protected plants and animals was unknown. Of the 23,000 acres of MCAS Miramar land, approximately 19,000 burned in the fires.



* MCAS Miramar Environmental



Central to the
Marine Corps
team
Vital to
the San Diego
Community
Marine Corps
Air Station
Miramar



2003



Tenant Commands & 3rd MAW Band



3rd Marine Aircraft Wing Band

The mission of the 3rd Marine Aircraft Wing Band is to provide music:

For military ceremonies and other official activities as may be directed by proper authority.

In support of Marine Corps Community Relations Programs.

In support of Marine Corps Personnel Procurement Programs.

To support the combat mission as directed by the 3rd Marine Aircraft Wing Commanding General.

Marine Aircraft Group 46 (Reserve)

The mission of Marine Aircraft Group 46 is to provide the staff support necessary for the effective command of Marine Fighter Attack Squadron 134, Marine Wing Support Squadron 473 and other subordinate units of the Aircraft Group.



Naval Consolidated Brig Miramar

The mission of the Naval Consolidated Brig Miramar is to ensure the administration, security, good order, discipline and safety of prisoners and detained personnel from all military services; to retrain and restore the maximum number of personnel to honorable service; to prepare the remaining prisoners for return to civilian life as productive citizens.

Contacts and Info

Community Relations

(858) 577-6000

Media Relations

(858) 577-7545

Flight Jacket Editor

(858) 577-4337



Base Information
(858) 577-1011

Noise Complaint Hotline
(858) 577-4277/9

**Catch what
happens next...**



**MCAS Miramar
Airshow coming
2004**



Please visit us at www.miramar.usmc.mil